

**COUNCIL PLAN & RISK REGISTER
QUARTERLY UPDATE OCTOBER TO DECEMBER 2022/23**

SUMMARY AND RECOMMENDATIONS:

This paper sets out the performance monitoring information of the Council Plan for the third quarter of 2022/23. The key activities and projects within the Council Plan aim to deliver the Council's priorities which sit under the themes of People and Place. In addition to the key projects this report includes the Council Business Performance monitoring information, which are the key indicators and service measures used by the Council to monitor how the Council runs. The report also includes an update on the Council's key strategies and plans that underpin and support the Council Plan.

Factors that could affect the future delivery of the Council Business Plan and Council Business Performance have been identified in the Council's Risk Register.

The Cabinet is asked to note:

- the progress made towards delivering the Council Business Plan
- the updates that have been made to the risk register as outlined within the report

1. Introduction

- 1.1 In February 2022 the Council agreed the updated three-year Council Plan with priorities which reflect the vision for Aldershot and Farnborough 2030 (Your future, your place - a vision for Aldershot and Farnborough 2030). This paper sets out performance monitoring information for the Council Plan and the Risk Register for the period October to December 2022. This report also includes an update on the Council's key strategies and plans which underpin the Council Plan.

2. Detail

- 2.1 Refreshed and updated annually, the Council Plan provides a focus for the Council's activities and services by setting out the short to medium-term steps needed to realise longer-term vision and aspirations. The Council Plan outlines the council's priorities the next three years and in particular the key strategic projects that will contribute to achieving the Council's vision.

2.2 The priorities which reflect the vision for Aldershot and Farnborough 2030, are set out under the two themes of People and Place:

People –empowering and connecting communities and enabling people to live healthy and sustainable lives and fulfil their aspirations.

Priorities:

- Strong communities, proud of our area
- Healthy and green lifestyles
- Opportunities for everyone – quality education and skilled local workforce

Place – ensuring our towns are family-friendly, safe, vibrant, and sustainable places - now and in the future.

Priorities:

- Housing for every stage of life
- Vibrant and distinctive town centres
- A thriving local economy - kind to the environment

3. Delivery of the Council Business Plan

3.1 The Council Business Plan brings together the key activities/projects across the Council including those that sit under the Property, Major Works & Regeneration Programmes.

3.2 Annex A details the performance against the Council Business Plan for Q3. The Council Plan contains a variety of different projects across the themes of people and place. The Q3 period saw completion of the roll out of the second phase of the weekly food waste recycling collection and this project is now marked as completed. Just over 45% of the projects reported an amber status at the end of Q3. A number of these projects are reporting an amber status due to delays of between 1 – 3 months and can therefore have a reasonable level of confidence that they will be delivered in 2023.

3.3 Annex A also shows a project reporting a red status (People 4 – Develop a new leisure centre in Farnborough). This status reflected that the Council was still awaiting an outcome from the Levelling Up Fund at the end of December 2023. Confirmation that the Council's bid for £20m of funding had been successful was received on 18 January 2023 and therefore this project will be given a new RAG rating to reflect this significant announcement in Q4.

3.4 Annex B sets out the Council's Business Performance during Quarter 3. The Council Business Performance monitoring information show the key indicators and service measures used by the Council to monitor how the Council runs.

3.5 A refreshed Council Plan is scheduled for development following Council's consideration of the budget in late February 2023. It is intended that this plan will cover the period 2023 – 2026.

4. Key strategies and plans update

- 4.1 The Council Plan 2022-25 draws upon and provides a link between a number of important strategic documents which inform and underpin much of the work of the Council. These strategies and plans sit outside the normal quarterly monitoring process and therefore it is important for Cabinet to be updated on their progress, on a six-monthly basis.
- 4.2 Annex C is an update on the Council's key strategies and plans. This document includes information on those that have already been agreed or adopted (and therefore provides an update on implementation) and those that are currently being developed.

5. Council's Risk Register

- 5.1 The Council's risks continue to change significantly over what are much shorter timescales than have been seen historically. These rapid changes and uncertainty in external risks, particularly those relating to the economy and finance, continue to impact on the Council's ability to deliver the current Council Plan. This will be considered as the new Council Plan and annual business plans are developed. The detail of the risk register is presented at Annex D.
- 5.2 The new risk management system continues to provide an efficient method of identifying, recording, evaluating and providing up to date mitigation plans for key risks. Key stakeholders continue to review their risk register entries within the timescales required by the risk management policy. The new system has allowed the Council to adapt and respond quickly to emerging risks and those that have seen a significant change.
- 5.3 The development of a risk appetite policy is expected to take place during Q4 2023/24, and in doing so, provide a clearer overarching risk tolerance statement(s) to all key stakeholders, including the Council's risk managers. In addition, to ensure continual improvement and to act upon feedback from stakeholders, the full risk management policy itself will be reviewed and updated.
- 5.4 The key strategic risks within v10.0 of the Corporate risk register continue to be related to the areas that the Council can often not directly influence, including wider community risks such as health outcomes and deteriorating economic conditions. There have been no additional risks identified in this section of the risk register, but there have been updates in the plans to mitigate them.
- 5.5 The Council's standing corporate risks are generally more operational in nature and relate to the work of the Council. The only significant change has been the increase in the inherent risk score applied to the 'lack of employee alignment'. This is in response to the continuing challenging environment that the Council and the UK in general finds itself in with regards to the employment market and the appointment/retention of competent staff in key roles.
- 5.6 Two new risks have been identified in the escalated service risk section of the register, they are 'Risk to Serco contract' and 'Loss of tenant income'. These

new and emerging risks are in the early stages of review given the inherent uncertainty and so will continue to be monitored and evaluated. One escalated service risk has now been archived due to the fact that the risk is no longer relevant and appropriate permanent management controls are now in place, and that is the identification of the full extent of Asbestos risks in major projects. One risk, for Hart Shared Services, was escalated and then archived since the last Cabinet report on risk following the decision that a shared Chief Executive and management would not be pursued at this time as the business case did not deliver the level of savings expected. Cabinet is asked to note this current position and the relevant updates to the risk register. If shared services are considered in the future they will again be assessed using the Council's risk management system.

6. Conclusion

6.1 Cabinet's views are sought on the performance made towards delivering the Council Business Plan during October to December 2022.

Annex A – Council Plan Quarterly Monitoring Q3 2022/23

Annex B – Council Business Performance Q3 2022/23

Annex C- Key strategies and plans update – January 2023

Annex D – Corporate Risk Register

COUNCILLOR SUE CARTER
DEMOCRACY, STRATEGY AND PARTNERSHIP PORTFOLIO HOLDER

BACKGROUND DOCUMENTS:

Council Plan April 2022 to March 2025

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Council Plan Quarterly Monitoring – Q3 2022/23

Date produced: January 2023




People –empowering and connecting communities and enabling people to live healthy and sustainable lives and fulfil their aspirations.





Strong community,
proud of our area

Healthy and green
lifestyles


Opportunities for everyone
- quality education and a
skilled local workforce







People key activities/projects	BRAG Status	Direction of Travel	Comment
People 1 - Roll out the second phase of our weekly food waste recycling service to households with shared bins	Blue	N/A	Roll out completed in Q3.
People 2 - Help people (especially young people) into employment through training, apprenticeships and upskilling	Green	 No change	Work has continued to facilitate engagement with employers and young people to raise aspirations and help young people into employment through training, upskilling and apprenticeships. Opportunities have been made possible through Employment and Skills Plans with contractors such as Hills. Work experience placements, site tours and career talks have all taken place across several sites. The virtual offer available via the North Hants Employment Skills Zone, continues to offer support to unemployed residents and has seen an increase in sign-ups this quarter. Opportunities to connect the Hampshire Apprenticeship Hub to local businesses are ongoing, with new businesses such as the Southwood Café engaged and looking to take on local catering apprentices. A Job Fair is took place in January 2023.
People 3 - Develop a walking and cycling plan to encourage sustainable travel and to support our town centre regeneration plans	Amber	 No change	Prioritisation of routes following the consultation has now been completed with 10 cycling and 10 walking routes identified. A meeting with Stakeholders will be held in early 2023 with the adoption of the LCWIP expected in March 2023.
People 4 - Develop a new leisure centre in Farnborough	Red	 No change	Demolition complete. Project had been on hold until Levelling Up Fund outcome known (now confirmed as being successful) and wider MTFs and Capital Programme understood.

People 5 - Working with partners, encourage more residents to be active and have healthier lifestyles	Green	 No change	Continued delivery of healthy walks has continued and a public health bid currently being considered for a 2-year healthy walks co-ordinator. A mapping exercise showing green spaces and clubs in Rushmoor has been completed and shared with social prescribers. There has been an increase in health checks delivered at local community sites/partners sites, the PEBL well-being day delivered 150 blood pressure checks. Talk Mental is being gradually expanded to include a second walk in Farnborough. Roll-out of slow cookers at the Community Grub Hub to support residents with healthy and fuel-efficient means of cooking during the cost of living crisis.
People 6 - Support apprenticeships, research and innovation opportunities through the Aerospace Research and Innovation Centre (ARIC)	Amber	 No change	Farnborough Aerospace Consortium (FAC) are routinely using the facility for events and company meetings. Further work is being undertaken to develop the offer for businesses. FAC and EM3 LEP convened a second-round table on Jet Zero in December to further explore how ARIC might be used to support developments in the aviation sector. Rushmoor is working with partners on a potential bid for Future Flight funding from Innovate UK aimed at addressing skills gaps in the aviation sector.

Place – ensuring that our towns are family friendly, safe, vibrant, and sustainable places now and in the future.



Place key activities/projects	BRAG Status	Direction of Travel	Comment
Place 1a - Aldershot town centre's Union Yard regeneration scheme	Amber	 No change	Building works are continuing: <ul style="list-style-type: none"> Block E (affordable housing block) – The Metsec Steel Framing Solution (SFS) has been completed. Windows and external insulation panels have now been installed with window protection applied. External brickwork now commenced from floor 1 upwards. Block C and D (private rented block) – The reinforced concrete frame is now complete and the SFS installation is well advanced with windows and external insulation panels being installed. Block S1 & S2 (student blocks) – the reinforced concrete frame is complete to Block S1 and the 4th floor slab has been poured for Block S2. Anticipate (weather

			permitting) that the superstructure should be complete by February 2023.
Place 1b - Update the facilities at the crematorium in Aldershot	Green	 No change	The in-house refurbishment approach has been agreed and the project team are pushing forward with planning and further cost analysis. Work to understand options and operational implications associated with setting up a temporary facility during construction works in underway.
Place 2 - Progress the regeneration of Farnborough town centre, including the civic quarter	Amber	 No change	Outline planning application submitted on 25/02/2022. Further work around highways, ecology and design code is underway. The impact of the above is that the planning determination and decision is likely to be delayed until February 2023.
Place 3 - Develop Southwood Country Park, including providing a new visitor centre and improving its access, environment and facilities	Amber	 No change	Café and Visitor Centre (VC) are on track to be completed in January, this includes landscaping around the café and outside seating area. A soft launch of the VC and the completed playground took place on the 10th December with the Mayor in attendance for ribbon cutting. The uncontrolled crossing on Ively road is dependent on Esso removing their compound, which has been delayed to the spring. Therefore, implementation of the uncontrolled crossing is likely to be early summer. In the meantime, ESSO is providing temporary traffic lights. The dog wash facility will be completed early 2023.
Place 4 - Support the creation of quality, new homes (Rushmoor Homes)	Green		Planning permission for 69 Victoria Rd and 9a Wellington were granted during Q3. Tenders are expected to be returned for both schemes in mid-January and final approvals to proceed sought from RHL Board and agreement to borrowing from Rushmoor. 69 Victoria Rd will be the first new build scheme undertaken by Rushmoor Homes Limited (RHL) and so will mark a significant milestone for the company. 235 High St has been purchased and design of the site of 235/237 High St is underway. Works to 57 Cambridge Rd are underway and expected to complete at the end of March with a letting in April. Five projects have been submitted for pre-application comments and are expected to be submitted in the next quarter. The review of the Business Plan has been completed and will be considered by the RHL Board on 16 January and the submitted to the Council.
Place 5 - Progress an aerospace heritage project	Amber	 No change	The Farnborough Heritage Trails were launched at the FAST Museum in early December 2022. Two trails have been completed with a further three to be developed with volunteers in spring 2023. Alternative approaches to take forward a further piece of work on the heritage sector are still being sought.
Place 6 - Continue progress towards our goal of becoming a carbon neutral council by 2030 through reducing emissions in our facilities and operations	Green	 Improvement	The Council's operational Carbon Footprint 21/22 is being recalculated. This is near completion and is due to be concluded in early 2023. Once the Carbon Footprint is complete, a target setting exercise can be undertaken to see the potential routes to carbon neutrality, which will inform and prioritise the deliverables in the revised Climate Change Action Plan.

			<p>The Repair Café led by volunteers opened 17^h December. The 'Eco-Schools' scheme run with Winchester Science Centre has been extended to a further 2 schools (and continuing in the current 2 schools).</p>
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Council Business Performance

Quarter 3 2022/23

Points to note

- Although there appears to be a drop in customer contact during Q3 compared to last quarter (Q2) and Q3 last year, this small drop can be attributed to high customer contact during Q2 (due to customers seeking help with claiming their Council Tax Energy Rebate and the cost of living food voucher scheme) and during Q3 last year (due to the introduction of food waste and bi-weekly waste collections).
- Q3 Council Tax collection rates are marginally higher than in 2020/21 and 2021/22.
- There has been an increase in FOI response times in Q3 compared with Q2 and action is being taken to ensure that this figure increases further.
- There are currently 1,835 households in the housing allocation pool which is the highest number in over 11 years.
- During Q3 there was a significant increase in those placed in B&B, this was due to temperatures dropping below zero and Rushmoor entering severe weather protocol which requires all people sleeping rough to be placed in accommodation for the duration of the severe weather.

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Key to Direction of Travel (DoT) arrows





Numbers have increased	Numbers have decreased	Numbers have increased and performance has decreased	Numbers have increased and performance has increased	Numbers have decreased and performance has decreased	Numbers have decreased and performance has increased
					

Council wide indicators



Corporate complaints

Number of complaints				% of complaints responded within policy time			
6				100%			
DoT from last quarter (5)		DoT from this quarter last year (4)		DoT from last quarter (60%)		DoT from this quarter last year (25%)	
Comment: During Q3 all complaints were responded within policy time.							

Health and safety

Violence at work data - incidents				Rushmoor work related accident / incident data			
6				5			
DoT from last quarter (9)		DoT from this quarter last year (6)		DoT from last quarter (2)		DoT from this quarter last year (3)	

Paying externally issued invoices

% of invoices paid on time (within 30 days)	DoT from last quarter		DoT from this quarter last year	
94.70%		(93.89%)		(98.62%)

Absence rate

Working days lost due to sickness per FTE			Working days lost to short-term sickness per FTE												
1.06			0.9												
DoT from last quarter	↑	DoT from this quarter last year	↓	DoT from last quarter	↑	DoT from this quarter last year	↑								
<p>Comment: There were 66 sickness episode in Q3 and 218 working days lost. The most common reason for sickness episodes was Cold, Cough, Flu. The most common reason for days lost was Covid. Note: Long term sickness is 20 days or more in a row (four weeks)</p>															

Workforce data

Starters and leavers		Turnover				% of employees non-white (22.6% non-white groups in 2021 Census)			
Starters	13	3.3%				5.5%			
Leavers	9	DoT from last quarter (6.3%)	↓	DoT from this quarter last year (2.8%)	↑	DoT from last quarter (5.2%)	↑	DoT from this quarter last year (4.9%)	↑

Freedom of information requests

Number of requests received				% responded to on time (one month behind)			
108				50%			
DoT from last quarter (131)	↓	DoT from this quarter last year (141)	↓	DoT from last quarter (37%)	↑	DoT from this quarter last year (73%)	↓
<p>Comment: There has been an increase in response times in Q3 compared with Q2 and are hoping that the response times are starting to improve and action is being taken to increase the response rates.</p>							

Corporate customer contact indicators

Walk-in customers

Number of walk-in customers				Comment: During Q3 2883 customers presented at reception, this is down from Q2 22/23 by 20%. Q2 saw a large number of customers accessing reception due to cost of the cost of living vouchers. Non Rushmoor enquiries remain steady at 19% with residents looking for service with Citizens Advice, Hampshire County Council or other authorities. 8% were collecting or dropping off paperwork. A further 15% were corporate visitors attending meetings, interviews, or arriving contractors. The services with the highest demand are Benefits, Housing and Council Tax.
2,883				
DoT from last quarter (3,608)	↓	DoT from this quarter last year (2,182)	↑	
Number of walk-in customers each quarter 				

Calls to customer services

Number of calls		Average wait time				Call abandoned rate				Average call handle time					
15,121		1 minute 18 seconds				6.2%				4 minutes 24 seconds					
DoT from last quarter (19,441)	↓	DoT from this quarter last year (15,604)	↓	DoT from last quarter (1 minute 36 seconds)	↓	DoT from this quarter last year (30 seconds)	↑	DoT from last quarter (10.8%)	↓	DoT from this quarter last year (2.6%)	↑	DoT from last quarter (4 min 43 secs)	↓	DoT from this quarter last year (3 min 24 secs)	↑
Comment: In the last quarter, the Customer Services have been offered 15,121 calls and answered 14,192 calls. This is a decrease of 3% on the same period this year. Abandoned rate ran at 6.2%. The same period last year saw the introduction of food waste and bi-weekly waste collections, however we have not seen a huge drop in the volume of calls received into the Customer Services.															

Demand via other access channels

Number of emails				Number of enquires via app				Number of enquires via webforms			
4,658				580				773			
DoT from last quarter (5,438)	↓	DoT from this quarter last year (5,333)	↓	DoT from last quarter (1,156)	↓	DoT from this quarter last year (870)	↓	DoT from last quarter (887)	↓	DoT from this quarter last year (903)	↓
Comment: Of the web forms 719 were for Council Tax and 54 were for Environmental Health											

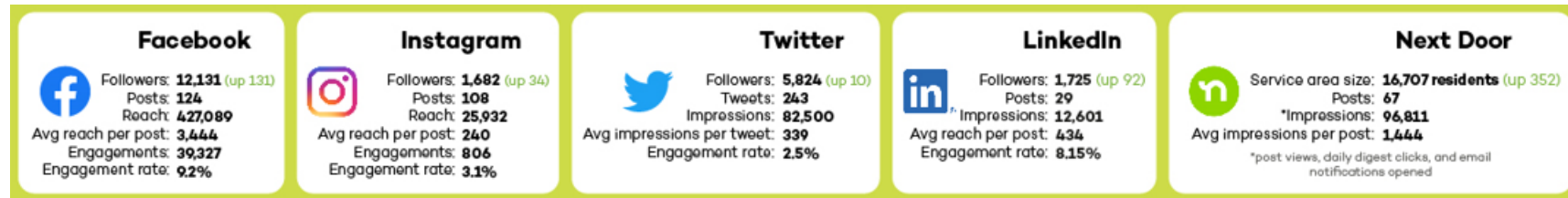
Overall digital uptake

% of transactions through digital services versus other channels	DoT from last quarter	DoT from this quarter last year
73% of 7,662 transactions	↑ (72% of 7,744 transactions)	↓ (76% of 9,678 transactions)

Website

Website session				Top three pages visited	
134,235				1. Bin collection day finder (35,513) 2. Crematorium diary (7,012) 3. Council tax (6,667)	
DoT from last quarter (204,184)	↓	DoT from this quarter last year (203,783)	↓		
Comment: We have had a reduction in the number of sessions reported on our website. This reduction started during Q3 2021/22 and is related to the work we have done to comply with the Privacy and Electronic Communications Regulations . These regulations mean that we needed to be clearer to our customers about what cookies are being set on our website and allow our customers to 'opt-in' to be able to share their usage statistics. We are currently monitoring how much this is impacting the statistics we provide.					

Social media

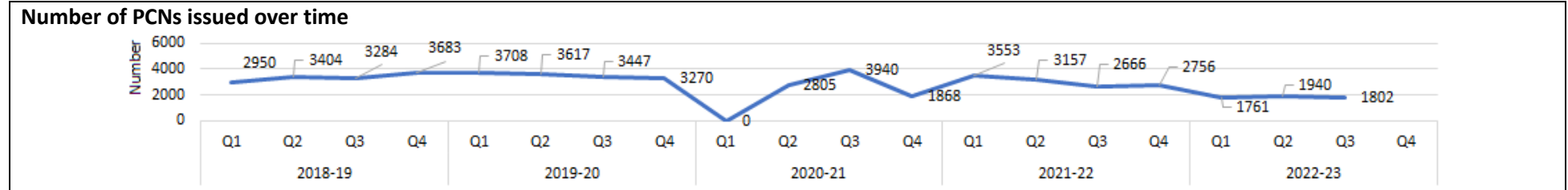


Print media

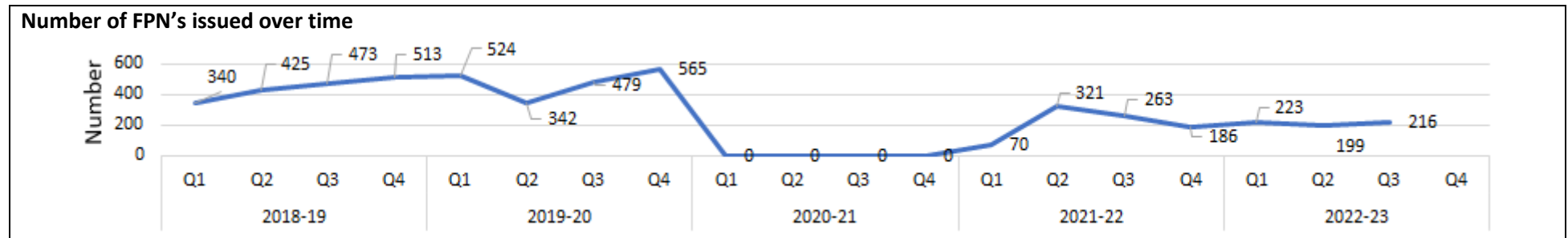
Press releases				Media enquires			
2				14			
DoT from last quarter (10)	↓	DoT from this quarter last year (12)	↓	DoT from last quarter (13)	↓	DoT from this quarter last year (22)	↓

Key Service Indicators

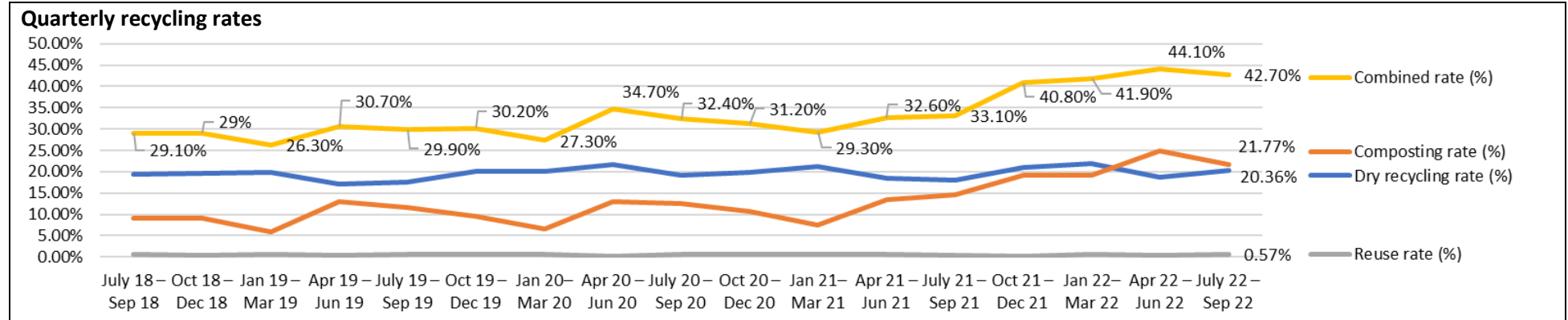
Penalty Charge Notices (PCNs)



Fixed Penalty Charge Notices (FPN's) Issued by East Hants District Council for litter and dog fouling



Waste and recycling



Number of missed bins				Recycling rates - % reused, recycled and composted (one quarter behind)				Residual waste – kg per household (one quarter behind)			
167				42.7% (Estimate for Q3 – 43.5%)				105.42			
DoT from last quarter (142)	↑	DoT from this quarter last year (213)	↓	DoT from last quarter (44.1%)	↓	DoT from this quarter last year (32.6%)	↑	DoT from last quarter (107.83)	↓	DoT from this quarter last year (144.42)	↓

Homelessness

Number of Homelessness enquires				Number placed in B&Bs				B&B costs - gross			
334				46				£36,326 estimate			
DoT from last quarter (364)	↓	DoT from this quarter last year (216)	↑	DoT from last quarter (24)	↑	DoT from this quarter last year (25)	↑	DoT from last quarter (£33,351)	↑	DoT from this quarter last year (£59,998)	↓
<p>Comment: During December temperatures dropped below zero and Rushmoor entered severe weather protocol which required all people sleeping rough to be placed in accommodation for the duration of the severe weather. This accounts for the significant increase in placements in the quarter.</p>											

Housing Allocation Pool

Number added to pool this quarter				Number housed this quarter				Total number in the Housing Allocation pool			
155				33				1,835			
DoT from last quarter (162)	↓	DoT from this quarter last year (69)	↑	DoT from last quarter (34)	↓	DoT from this quarter last year (72)	↓	DoT from last quarter (1,680)	↑	DoT from this quarter last year (1,518)	↑
<p>Comment: 33 tenancies started and 50 properties have nominations but not yet housed. There are currently 1835 applicants registered for social housing this is the highest figure in 11 years. The increase in demand is linked to the cost-of-living crisis, the sharp increase in private sector rents and the limited supply of affordable private sector accommodation.</p>											

Gross affordable housing completions

Number of completions this quarter (target 450 completions over any three year period)	Number
34 (year to date figure: 88)	
<p>Comment: If units are delivered as planned in Q4 the total for the year should be 182, which will just be over the target of 450 for three years.</p>	

Planning applications

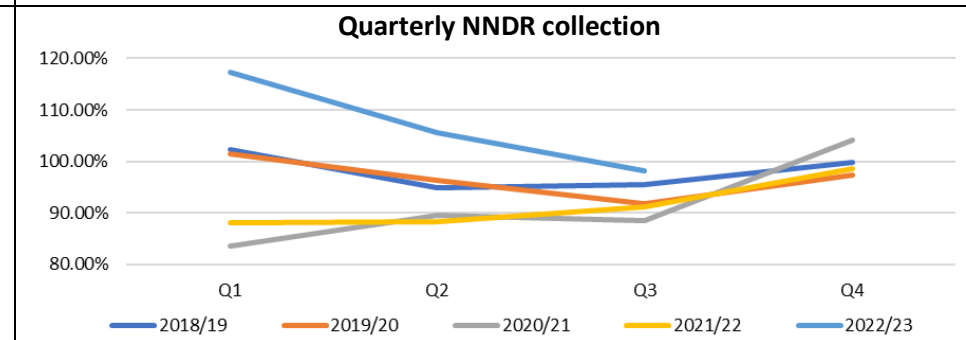
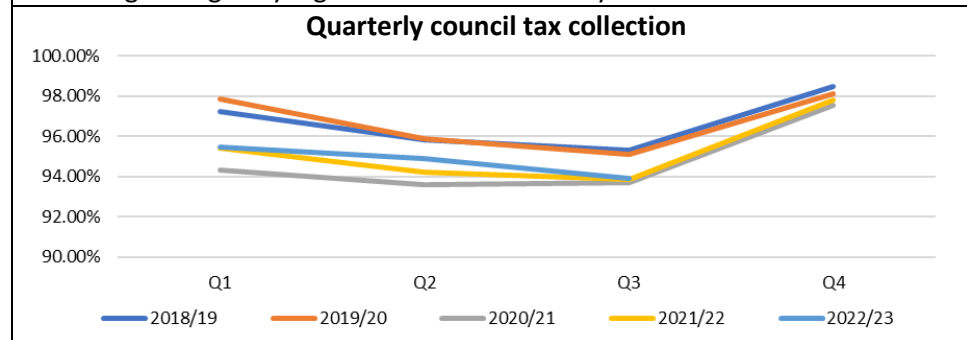
Number of planning applications this quarter			Major and small scale major Applications determined within 13 weeks (target 60%)	Minor (Non householder) Applications determined within 8 weeks (target 65%)	'Other' (Including Householder) Applications determined within 8 weeks (target 80%)	
241						
DoT from last quarter (236)	↑	DoT from this quarter last year (281)	↓	100%*	100%**	87.7%
Comment: * The two cases were determined outside the statutory period but both subject to agreed extensions of time and therefore recorded as in time. ** 10 of 24 cases were determined outside the statutory period but all were subject to agreed extensions of time and therefore recorded as in time.						

Planning Appeals

Number of planning appeals submitted	Number of appeals allowed	% of appeals allowed (target 40%)
1	0 (3 decision this quarter)	0%
Details of Planning appeals allowed: no planning appeals were allowed this quarter		

Taxation

% of Council Tax collected				% of Business Rates collected			
93.92%				98.25%			
DoT from last quarter (94.91%)	↓	DoT from this quarter last year (93.85%)	↑	DoT from last quarter (105.61%)	↓	DoT from this quarter last year (91.12%)	↑
Comment: Collection rate is down on last quarter by 1% and around 1.2% down on same period pre-covid, but rates do tend to dip slightly in December – although marginally higher than this time last year.				Comment: NNDR collection rate has started to level out but up on previous years collection rate			



Benefits

Number of new claims –436 in Quarter 3									
Average number of days to process new claims					Total benefit caseload				
This data is obtained from Gov UK, & the data for Q2 and Q3 this year are not yet available - Estimate 4-5 days					5,733				
DoT from last quarter (Last data available is Q1 – 5 days)	n/a	DoT from this quarter last year (4 days)	n/a	DoT from last quarter (5,801)	↓	DoT from this quarter last year (6,090)	↓		
Comment: The HB & CTS caseload numbers continue to be affected by the move from Housing Benefit to Universal Credit									

Electoral Registration

% of registered properties (properties minus 'true' voids)	DoT from last quarter	DoT from this quarter last year
88.3%	↑ (86.3%)	↑ (88%)

Key strategies and plans update – January 2022

The Council Plan 2022-25 draws upon and provides a link between a number of important strategic documents which inform and underpin much of the Council's work. These strategies and plans sit outside the normal quarterly monitoring process and therefore it is important for Cabinet to be updated on their progress, at least on an annual basis.

This update on the Council's key strategies and plans, this includes those that have already been agreed or adopted and those that are currently being developed.

Strategies and Plans

- **Climate Change Action Plan 2020-2030**

The original Action Plan 2020-2030 was approved in November 2020 and since that time 10 actions have been completed and a further 32 actions commenced. The Council has also received its Carbon Footprint which it is using to inform a review of the Action Plan which is currently underway. The revised Action Plan will focus on priorities to assist the council to meet its climate change targets.

- **Supporting Communities Strategy and Action Plan**

The Cabinet approved the Supporting Communities Strategy and Action Plan for 2021-23 in January 2021. This sets out the Council's approach, alongside key partners, to tackle inequality and deprivation and improve the well-being, strength and resilience of the community.

The Plan is undergoing a refresh to reflect issues around Cost of Living and this refresh will be considered by Cabinet in January 2023. An update on the delivery of the Action Plan was presented to the Overview and Scrutiny Committee in December 2022.

- **Equality, Diversity and Inclusion Action Plan**

The Equality, Diversity and Inclusion Action Plan was approved by Cabinet in April 2021. The Action Plan set out the proposed action to be taken by the Council on a phased basis over three years, in response to the Equalities Peer Challenge.

Whilst good progress has been made since the approval of the Equality, Diversity and Inclusion Action Plan, work to implement actions from the plan has slowed due to resource pressures, including responses to Afghan and Ukrainian resettlement.

The Equalities and Diversity Action Plan had envisaged a number of actions being underpinned by Census Data and recent months have seen the publication of this data and this information will provide a foundation for the next phase of work.

- **The Local Plan**

The council adopted the Rushmoor Local Plan on 21 February 2019. The plan provides the overarching spatial strategy for Rushmoor, guiding the location, scale and type of future development to 2032, as well as providing detailed development

management policies. A report to Cabinet in January highlighted the recent publication on consultation to changes to the National Planning Policy Framework and implications for the timescales for Local Plans. These mean that it is likely the Council will need to proceed under the current system and that this work will need to start earlier than envisaged. This is currently being worked through and will be the subject of a report to Cabinet in the coming months.

- **Strategic Economic Framework**

The Strategic Economic Framework (SEF) was approved by Cabinet in April 2022. The Strategic Economic Framework seeks to grow and sustain Rushmoor's strong, resilient economy recognising however that people and businesses have been impacted by the pandemic and need support to recover.

The Strategic Economic Framework has been used to inform the Shared Prosperity Fund Investment Plan (see below). Actions in the Framework are being delivered including business support provision and regular business surveys to help ensure that the Framework is responsive to business needs.

- **Joint Municipal Waste Strategy**

The Joint Municipal Waste Management Strategy was adopted by Cabinet in February 2022. The new strategy has been developed collaboratively with Hampshire local authorities to reflect local and national changes since 2012 and to ensure the Project Integra Partnership is working to meet the requirements of the Environment Bill. It aims to deliver waste collection, treatment and disposal options that are best value financially, whilst minimising environmental impact. The Strategy will be implemented by a revised Inter Authority Agreement and new financial arrangement. The inter-authority agreement is being amended by HCC following feedback from partner authorities and is due for approval in late Spring or early Summer.

- **Procurement Strategy**

The Procurement Strategy 2020-2024 was adopted by the Cabinet in August 2020. The Procurement Strategy clearly defines the Council's strategic objectives and builds upon the National Procurement Strategy, and also incorporates legislation and best practice. The strategy is expected to be refreshed in late 2023 to reflect new procurement rules.

- **The People Strategy**

The People Strategy was approved by Cabinet in January 2021. It aims to ensure that the council has the right people with the right skills, attitude and behaviours going forward to deliver its priorities and turn ambitions into reality. The People Strategy aims to ensure that the council has the right people with the right skills, attitude and behaviours going forward to deliver its priorities and turn ambitions into reality. Good progress continues to be made in all 4 key areas against set out, and evolving priorities including:

- **A positive culture enabling high performance:** Launching an optional 360 feedback exercise to all staff as part of this year's development review process and guest issue. On receiving the report from the LGA Comms health check, a communications survey was designed and created based on recommendations to understand staff communication preferences, further work on an internal communications plan has now started. Work has also started to support a New Ways of Working project with our Housing team, including facilitation of Reflective Practice group sessions.
- **People are developed to realise their potential:** Development days for CMT/Service Managers have continued, building relationships and ways of working. Development through Action Learning sets has continued, with a new set planned for 2023. Development of My Learning e-learning platform continued, with new modules launched including Prevent (safeguarding) and updates to Information Governance and Information Security modules. The Council has also continued to support staff with professional development using funds from the apprenticeship levy.
- **The Council is an employer of choice:** Exploratory work has started to look at how to attract a younger demographic, including attending Careers Fairs with local colleges. This has also included looking at the approach to recruitment and selection – reviewing branding and advertising routes to attract a more diverse range of candidates. The apprenticeship pay has also been reviewed to attract candidates and remain competitive in current market. Following the success of cohort 1, a further Kickstart Placement cohort was set up and completed. Work was undertaken to review our Inclusion policy, including a planned launch of Menopause Guidance in 2023.
- **Engaged people who feel valued and supported:** A Wellbeing week took place in September including a focus on support available for those experiencing the menopause alongside an evolving library of online resources. Work as continued to encourage employee voice and feedback through virtual and in person staff sessions. Throughout the quarter HR/OD advice, guidance and project support has been given. Contributions were made to the Cyber Security peer review, highlighting the important role learning and development plays. Several teams took part in a Staff Showcase highlighting the work individuals and teams do to keep providing important services to people that live and work in the borough.

- **Green Infrastructure Strategy**

The Cabinet adopted the Green Infrastructure Strategy on the 5 July 2022. The Green Infrastructure Strategy is evidence-based and shows how the Council will deliver commitments both in the Local Plan and in the Council's Plan 2022 to 2025. It provides a comprehensive review of the green infrastructure in and around the borough; identifies its strengths and weaknesses, as well as the opportunities and threats it faces. The strategy identifies 12 projects the council will work on over the next ten years to enhance it. Work has now commenced on the initial project regarding the Canopy Cover for the Borough.

- **Farnborough Town Centre Strategy**

The Cabinet adopted the Farnborough Town Centre Strategy on the 5 July 2022. As with most town centres across the country, Farnborough faces challenges which have accelerated following the pandemic and particularly through the lockdowns. The strategy is a high-level strategy which sets the overall direction of travel and work required to secure a sustainable and vibrant town centre for Farnborough through five key themes.

- **UK Shared Prosperity Fund Investment Plan**

The UK Shared Prosperity Fund was announced in April 2022 and an Investment Plan detailing how Rushmoor Borough Council was submitted to Government by 1 August 2022. PPAB were briefed on the approach to develop the Investment Plan on 8 June 2022 and a draft of the plan went to Cabinet on 5 July 2022.

Funding was confirmed by Government in December 2022 and the funding for 2022/23 is expected imminently.

- **Cultural Strategy**

The draft Rushmoor Cultural Strategy and was approved by the Cultural Compact on 27 June 2022 and endorsed by Rushmoor Borough Council's Cabinet in October 2022. In taking the Cultural Strategy forward the Council will be working closely with Hampshire Cultural Trust, Arts Council England, Hampshire County Council and other public and private sector partners through a Cultural Compact (partnership) tasked with delivering the vision and the action plan.

The Rushmoor Cultural Strategy aims to maximise the role of the arts and culture in Rushmoor and reflects opportunities presented by the diversity and distinctiveness of the borough's places, communities and heritage.

The Cultural Strategy will now be supported by a Cultural Development Manager funded by the Arts Council and employed by Hampshire Cultural Trust. A number of organisations who will help the delivery of the strategy were successful in obtaining National Portfolio Status funding from the Arts Council announced at the end of November including Hampshire Cultural Trust

Strategies and plans in development

- **Aldershot Town Centre Strategy**

A revised Aldershot Town Centre Strategy is due to go to Cabinet in spring/summer 2023.

- **Communications and Engagement Strategy**

The LGA's Health Check report was received in June 2022 and the relevant recommendations will be incorporated into a Communications Plan for 2022/23.

- **Customer, Digital & Technology Strategy**

The Customer, Digital & Technology (CDT) Strategy, will set out a direction of travel for the future, with a clear focus on how the Council can help people access the services they need, meet customers expectations through modern processes, cultures, business models whilst taking advantage of new digital technologies.

At present, priority is being given to the Council's medium term financial strategy and the outcomes based budgeting proposals. Work on CDT strategy will recommence once the outcomes are formalised and resources identified.

- **Car Parking Strategy**

The Council has been served with notice to end the agency agreement for on-street parking functions on behalf of Hampshire County Council. This work will be transferring back to HCC ready for the start of the 2023/24 financial year. Work is underway to plan for the transition of this work, including impacts on staff, contracts and the implications for the Council's off-street car parks. A new strategy will be developed to manage the Council's car parks once the work to transfer on-street parking functions has been successfully completed.

- **Housing and Homelessness Strategy**

The Housing and Homelessness Strategy provides a comprehensive review of provision in the Borough and provides details of the Council's policies and action plan to address those key issues going forward. The existing plan runs until 2022 therefore a new plan is currently being developed.

Consultation to gain input from residents on strategic housing priorities was carried out from Thursday 19 May until the Friday 24 June 2022. There were 365 responses. The outcomes from the consultation were reported to Strategic Housing Local Plan Group and PPAB in July and then further meetings were held to consider the key themes and objectives in November 22.

The drafts are being updated in the light of the comments from these groups and it is anticipated that a further draft will be circulated to PPAB members prior to its consideration by SHLP Group in spring 2023.

Rushmoor Borough Council - Corporate Risk Register v10.0 25/01/23 (CABINET)

Risk Title	Risk Owner	Risk Type	Risk Description & Potential Outcomes	Inherent Risk Score	Inherent Risk Rating	Existing Controls / Mitigation	Residual Risk Score	Residual Risk Rating	Additional Mitigation Planned	Target Risk Score	Target Risk Rating
Strategic Risks (ST) - Total 8 (+/- 0)											
Financial sustainability of public sector partners	Paul Shackley	ST	<p>The financial sustainability of a wide group of public sector partners is negatively impacted, resulting in reduced service provision by all. In this scenario, the range and quality of services available to residents could be affected.</p> <p>This could have negative repercussions for health, education, community outcomes and economic outcomes identified in the Council Business Plan</p> <p>It is possible that the Council would be expected to meet some of this 'gap' in provision thus exposing the Council to potential financial and reputational risk</p>	12	High	<p>Close partnership working at a senior officer and political level with the Council's public sector partners.</p> <p>Members and Officers are well briefed on potential implications/risks arising from decisions taken by other public sector partners</p>	8	High	Continued horizon scanning/monitoring of the broader policy context	6	Medium
Deteriorating economic conditions	Tim Mills	ST	<p>Adverse changes to the economy could result in the loss of major employers within the Borough and/or impacts on particular sectors of the economy. This could result in increasing levels of unemployment and higher levels of deprivation and inequality.</p> <p>Impact of rising inflation on the cost of living, supply chain issues, mismatch of labour supply and fuel shortages have slowed growth and are limiting the strength of the recovery, including on the high street.</p> <p>Changes of this nature have potential implications for the Council in terms of increased demand for services and adverse financial impact.</p> <p>There is also a reputational risk if the Council is not seen to be adequately responding to economic changes or shocks.</p>	12	High	<p>Partnership working with other organisations around support for the economy and local businesses.</p> <p>Engagement with Ward Councillors.</p> <p>Maintaining an understanding of local economic conditions – tracking economic indicators at a local level.</p> <p>Ensuring that key issues/ events are escalated to CMT/ ELT at the appropriate time.</p> <p>Strategic Economic Framework agreed in April 2022.</p>	12	High	<p>Revised package of business support being delivered from September 2022 onwards: Invest to grow Incubive enterprise support SeedL - training LoCase - Low Carbon funding</p> <p>Regular business surveys to understand business needs.</p> <p>Business support element of UKSPF.</p> <p>Strategic Economic Framework implementation.</p>	6	Medium
Securing infrastructure investment	Karen Edwards	ST	<p>Inability to attract infrastructure investment through the public and private sector to support priorities and projects identified in the Council Business Plan.</p> <p>In particular, failure to secure investment in the area could lead to a decrease in Rushmoor's competitiveness and attractiveness and put at risk the stated aim for a "thriving Rushmoor economy, vibrant town centres and strong communities who are proud of the area"</p>	12	High	<p>Work with public and private sector infrastructure providers and funders.</p> <p>Horizon scanning in relation to the levelling up agenda and its implications for Rushmoor.</p> <p>Horizon scanning by Policy Team for future funding opportunities</p>	6	Medium	<p>Engage effectively with the 'County Deal' processes and other opportunities to access Government funding, including UK Shared Prosperity Fund and the Levelling Up Fund.</p> <p>Continue to secure support from local stakeholders for projects - including residents, HCC and MP.</p>	6	Medium
Decline in the retail sector/town centre uses and subsequent impact on town centres	Tim Mills	ST	<p>Economic and social changes have a significant negative impact on Farnborough and Aldershot Town Centres and therefore reduce the ability to deliver the Council Plan priority of delivering vibrant town centres. This could result in empty retail units, a loss of facilities and amenities for residents and a possible increase in crime and anti-social behaviour.</p> <p>A decline in retail will also have an impact on Business Rates income for the Council.</p> <p>Changes to Permitted Development undermine Town Centre regeneration</p>	9	High	<p>Programmes of town centre regeneration in both Aldershot and Farnborough which give consideration to future economic and social trends.</p> <p>Dedicated resource within economy team, working with retail sector and other town centre uses e.g. culture and arts.</p> <p>Activity in both town centres to maintain/increase footfall.</p>	6	Medium	<p>Review of engagement with and ongoing provision of business support to Town Centre businesses.</p> <p>Role of the Aldershot Town Centre Task Force being reviewed.</p> <p>Article 4 confirmed however since this time SoS has requested additional justification and consideration of modification.</p> <p>Work with police to tackle increased or perceived increase in ASB/Crime particularly in Aldershot</p>	6	Medium
Poor Health Outcomes within Borough (e.g. obesity, mental health etc)	Rachel Barker	ST	<p>Rushmoor has areas where there are health inequalities and health deprivation. Additional stress and burden on local services – including partner agencies.</p> <p>Aging population. Areas of deprivation have poorer health outcomes and higher demands associated.</p> <p>Diabetes, highest smoking rate in Hampshire, high instance of obesity and inactive adults.</p> <p>Mental Health and wellbeing – lack of funding available at local level</p>	12	High	<p>Supporting Communities Strategy and Action Plan adopted</p> <p>Joint working with partners, particularly with the ICS, HCC and the PCNs with a range of initiatives and plans in place. or being developed.</p> <p>Projects to increase activity and inclusion in the Borough.</p> <p>Identified as a priority for the Council. Executive Director is a member of the ICS Board.</p>	6	Medium	<p>Review approach to resourcing (in conjunction with partners, in particular the ICS and HCC) and then overall approach to delivering the Council's ambitions</p> <p>Development of long-term plans</p>	6	Medium

Poor Educational Attainment - Secondary schools	Rachel Barker	ST	Educational attainment at secondary education level continues to present challenges. This may have an impact on deprivation, unemployment etc. Impact on the area's local reputation. May impact on service demand.	9	High	HCC responsible for Education. RBC supporting role - Priorities set out in the Supporting Communities Action Plan – focus on increasing aspirations. Joint work on supporting families with Hampshire Children's Services Educational Improvement Group established under the Overview and Scrutiny Committee	6	Medium	Ongoing dialogue with headteachers of key educational establishments e.g. Farnborough 6th Form. Engaging with young people relating to skills, development and opportunities.	6	Medium
Changing external policy context	Rachel Barker	ST	Significant fast track change which can have significant impact on services, levels of available resources or the Council's financial position all of which could adversely impact on the Council's ability to deliver its priorities. The long-term economic picture remains uncertain. Reputational risk if the Council is unable to sufficiently adapt to the changing environment.	12	High	Service level risk assessments to consider impacts of potential policy changes on individual Council services. Policy and Communications service to support ELT and CMT with 'horizon scanning' which will assist the Council in identifying and where possible responding to some changes.	6	Medium	Continued engagement with Government officials.	6	Medium
Demographic change	Rachel Barker	ST	Changes in Rushmoor's demography could impact on services required or expected by residents as well as how they engage with the economy or society more generally. Any sudden shifts in demography may not be visible to the Council for a period of time which could result in services not being delivered effectively or efficiently and could impact on the Council's ability to deliver its aim of having strong communities who are proud of their area.	6	Medium	Community engagement work may identify some changes ahead of them being reported in data sets. Review and analyse publicly available datasets, alongside those held by the Council. Work with partners to understand trends that exist at a larger geography and potential implications (e.g. aging populations)	6	Medium	Review census information and share widely across the Council and with partners so that trends and their implications are understood – ongoing as Census data is published	6	Medium

Standing Corporate Risks (SC) - Total 16 (+/- 0) 2 not suitable for Public Register, 2 Redacted

Financial Sustainability	Simon Little	SC	Government funding declines putting financial sustainability at risk Business Rates base reduces due to lower economic activity Council cannot afford to deliver services on current cost configuration Lack of engagement from officers and members with the financial challenge Savings Programme does not deliver required savings Poor decision making on financial commitments Decisions taken in isolation and do not form part of wider strategy Council does not have adequate reserves to mitigate financial risks June 2022 - Inflationary pressures and increase in PwLB/Other LA interest rates places additional pressure on the Council's finances in 2022/23. Little prospect of Government support October 2022 - Impact from mini-budget in September 2022 has pushed short and long-term interest rates up by 1%. Inflation at 9.9%. Government committed to financial envelope of CSR so looking for Govt. January 2023 - After a period of instability in Central Government, the current administration has put controlling inflation and Deficit at heart of it's policies, although decisions on funding and deferring some of the difficult decisions on local authority funding has "kicked the can down the road"	16	High	MTFS (February 2022) indicates scale of funding gap with regular updates to ELT and Cabinet Positive level of balances (CIPFA FR Index) Revised Savings Programme (CREP) already commenced with ELT sponsorship Council Tax increase maximised for 2022/23 and assumed in MTFS CREP identified a number of savings opportunities Further challenge through STP budget setting process Provisional Local Government Finance Settlement for 2022/23 - rollover with additional funding £1m Challenge with engagement from SMEs Balances and Reserves Strategy 2023/24 to consider how reserve balances will be maintained at adequate level. June 2022 - Cabinet report on High Risk budgets being considered on July 5th. October 2022 - MTFS Update due at Cabinet in Nov 2022 with scenarios and credible plan. Review of in-year savings/STP to have a single, consistent savings approach. Nov-22 Council-wide Outcome Based Budgeting (OBB) exercise undertaken, Dec-22 proposals collated & validated - savings identified of circa £2.5m. Nov-22 Cabinet decision to only fund projects through capital receipts and grants and only borrow for committed has reduced the interest costs for future years as well as reducing the capital programme Review of Minimum Revenue Provision (MRP) required in future years undertaken (partially due to the above), resulting in a lower charge to the General Fund January 2023 - Financial Settlement issued before Christmas provided some greater funding for 2023/24 and indicates that 2024/25 will not be cuts, however 2025/26 onwards is indicating only 1% p.a. in overall funding (a real terms cut).	12	High	Delivery of £3m of savings/cost reduction by 2023/24 critical Reserves held for risk (Commercial Property) and long-term liabilities (Pension) Asset disposals for commercial property where cost of holding is high Review of service delivery options Review of Capital expenditure plans Capitalisation direction could be sought S114 notice consideration Future of NHB Consultation Transitional arrangements likely Reprioritisation of resources to ensure financial sustainability can be maintained. June 2022 - Further work planned for P1 Budget Monitoring and additional savings to be identified to mitigate risk October 2022 - Review of emerging Capital Programme to ensure revenue budget is not disturbed by future capital commitments. January 2023 - after Financial Settlement, the Outcome Budgeting programme has identified £2.4m of additional savings against a budget gap of a range £2.0m to £2.5m	9	High
Threat of Cybercrime & Data Loss	Nick Harding	SC	Threat of outside malicious forces attempting to breach RBC's network. Breach could lead to data loss, loss of service(s) & potential unknown financial loss and possible enforcement action by the ICO. Inability to operate in whole or in part until the breach is addressed Inability to source goods and services to manage IT estate due to pressure on world wide supply chain which could result in unsupported infrastructure/ software or inability to move forward End user / Insider risk of inadvertent actions that could result in cyber issue Non-managed IT presents a greater risk of data loss and fraudulent access without appropriate access and duties segregated	16	High	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	12	High	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	12	High
Major Data Breach – non-technical (human and physical)	Nick Harding	SC	Loss/accidental destruction of/ alteration of/unauthorised access to personal data caused by ineffective processes or lack of training or understanding of training. Shared office space. Home working/hybrid working has additional risks.	12	High	Mandatory training for all; encouraging breach reporting and continuing communication on training and lessons learned from data breaches that have occurred. Access controls – council offices/systems/archive management. LGA Peer Review undertaken in November 2022 to raise awareness - report from LGA expected Q1 2023.	8	High	Corporately follow-up to ensure staff are up to date with the mandatory training Consider corporately centralising application admin function and associated resources into IT to avoid operational of staff outside of IT violating Segregation of Duties (SoD) otherwise an increased risk of data loss and/or fraudulent access	8	High

<p>Management of external debt - Interest rate/refinancing risk, access to capital finance</p>	<p>Simon Little</p>	<p>SC</p>	<p>Council debt portfolio (£100m as at 26/08/2022) cannot be refinanced at affordable interest rates/within resources set aside in MTFS Volatility in capital/money markets due to political uncertainty Contraction of inter-authority lending market Ability to manage debt portfolio significant resource and skill requirement Changes to PWLB Lending Terms announced 25/11/2020 by Government with further clarification in August 2021 Council is unable to access PWLB borrowing due to non-compliance with lending rules Council does not consider refinancing or interest rate risk on debt portfolio PWLB rates increase more than Arlingclose forecasts due to economic pressures Increase in BoE base rate in September 2022 to 2.25% - likely to increase further (Arlingclose estimates, 2.75%) Following the mini-budget on 23/09/2022 cost of UK Gilts has increased by around 1% which in turn feeds through into PWLB rates. Cost of borrowing likely to be 4% to 5% over coming months. Lack of clarity on Council's capital expenditure plans may lead to sub-optimal borrowing decision making Asset Management Plan does not provide clear indication of asset holding period making TM decision making more difficult PWLB rates have been increasing since January 2022 and are above MTFS forecasts May 2022 – provisions in the Levelling Up and Regeneration Bill propose ministerial intervention powers on capital finance</p>	<p>12</p>	<p>High</p>	<p>Continual monitoring of debt position and market interest rates Engagement with Arlingclose (Council's Treasury advisors) Treasury Management Strategy sets borrowing limits and interest rate exposure limits External borrowing - refinancing risk mitigated through planned move to longer term borrowing PWLB Lending terms - compliance through TMS and Capital Strategy for 2022/23 Lending from other LAs is available but rates have increased from 0.10% to >4.0%. Arlingclose advise sought and gained Continual review of debt portfolio and refinancing opportunities as part of BAU Development of Asset Management plans including asset disposal to inform debt position MTFS (February 2022) included forecast of higher interest rates on debt Improved cashflow forecasting/future borrowing need tied to Union Yard contract sums Proactive monitoring of metrics to ensure financial risk is mitigated/contained Nov-22 decision by Cabinet to only fund new capital projects by use of capital receipts and other external funding (grants/s106) with no borrowing partially mitigates increase in interest rates Schedule of potential disposals created to fund capital projects</p>	<p>9</p>	<p>High</p>	<p>Utilising revenue savings of capital receipts to repay debt Further budget and efficiency savings to offset increased borrowing costs Reduce borrowing for future schemes (i.e. risk on existing debt is high so can't take on additional debt) S151 leading management of capital programme to focus on peak debt, affordability and revenue impact of borrowing Target risk likely to remain high given current borrowing level and forecasts Divestment of commercial property assets</p>	<p>4</p>	<p>Medium</p>
<p>PCI DSS compliance</p>	<p>Simon Little</p>	<p>SC</p>	<p>Redacted. Council is not currently fully compliant with PCI DSS.</p>	<p>12</p>	<p>High</p>	<p>Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.</p>	<p>8</p>	<p>High</p>	<p>Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.</p>	<p>4</p>	<p>Medium</p>
<p>Lack of employee alignment, engagement and development will reduce organisational performance</p>	<p>Belinda Tam</p>	<p>SC</p>	<p>A high performing organisation requires employees to be engaged, aligned and developed – significant risk of performance targets not being achieved if these areas are not developed. Increased risk of inability to recruit - and retain.</p>	<p>16</p>	<p>High</p>	<p>Developmental activities: •Annual Development Reviews May-Aug, with learning needs feeding into the corporate Learning and Development plan, and individual service L&D needs/CPD identified •My Learning e-platform for compliance and developmental training, with reminders when training due •Bespoke leadership development, ongoing internal communications via Staff Live, Yammer, People Portal, email, team meetings, 121s Regular and ongoing engagement activities e.g. around savings/transformation and other priority areas. Regular review of people engagement opportunities and attract, recruit and retention policies.</p>	<p>8</p>	<p>High</p>	<p>Review of People Strategy, Pay and Reward Policy (2023)</p>	<p>4</p>	<p>Medium</p>
<p>Insufficient funding to proceed with projects</p>	<p>Karen Edwards</p>	<p>SC</p>	<p>The Council cannot commit to fund the programme of projects, within the regeneration and property programme. Failure to deliver the schemes as a result of a lack of funding and team resources will not meet the overarching strategy objective as stated in the Council Business Plan to deliver additional income or capital and regenerate our town centres.</p>	<p>16</p>	<p>High</p>	<p>Secured some external grant funding to assist with bridging funding gaps. Review of capital and investment position overall and mindful of CIPFA consultation on debt funding. Ensuring finance colleagues are kept up to date with both current / forecast project spending and potential sales of assets. A programme is being drafted to manage the wider financing needs and timing of receipts.</p>	<p>9</p>	<p>High</p>	<p>Seek additional grant funding to mitigate the risk to the Council. Obtain detailed expert advice and carry out due diligence on major projects and capital commitments. Consider joint ventures and other methods of delivery in order to share the risk/reward. Continue to review financial position in order to determine capacity to support regeneration and property projects. Review opportunities for receipts in the context of income received from these assets. Expedite actions to enable disposal of identified assets. Work with members to establish priorities for commitment of available funding against regeneration programme</p>	<p>4</p>	<p>Medium</p>

External Audit opinion	Simon Little	SC	<p>Inability to publish Statement of Accounts by statutory deadline Council is not able to secure an unqualified opinion of the financial statements Significant governance issues across the authority results in a qualified ViM opinion National position shows 76 audit opinions from 2019/20 audit have not yet been finalised (Q2 2021) 90% of audit opinions for 2020/21 were not provided by the statutory date (Sept 2021) Inadequate record keeping or documentation to support key financial statements and accounting judgements External auditor recommendations are not considered by the Council Council cannot complete Annual Statement of Accounts by statutory deadline</p> <p>Council cannot amend draft Statement of Accounts due to lack of suitably qualified/experienced staff and loss of staff through absence Property unable to find records or respond adequately to EY queries may lead to a limitation of scope opinion or a qualified opinion Council does not prioritise asset valuation work or responding to audit queries leading to EY to lose confidence in the authority.</p>	8	High	<p>Finance Manager in post and leading on Statement of Accounts production and liaison with EY Continued effort to recruit Capital Accountant and Principal Accountant (T&T) to provide adequately resourced, qualified, experienced team FIP restructure identifies resource requirements within finance Review of Integra over longer-term to produce accounting information PSAA aware of local audit performance but remains difficult to address supply-side issues Audit opinion fatigue - gap between audit is required to ensure learning from previous year can be actioned Statutory deadlines extended for next 2 audit periods Delay in implementation of new Accounting Standards Jan-22 Trainee Capital Accountant & Junior Service Accountant recruited, which will boost teams resources to produce SoA and answer EY queries in a timely manner</p> <p>Property, Insurance & Finance information with respect to properties is now aligned & information now freely passes between property & finance team</p>	6	Medium	<p>Improved working/information sharing between finance and property given focus on PPE valuations Increase awareness at HoS and SM level around service responsibilities for final accounts Impact from 2019/20 onto 2020/21 and 2021/22 process EY Resourcing not improved No real prospect of significant improvement over short-term. Significant risk that 2020/21 audit opinion is not available Autumn 2022 with 2021/22 audit opinion being received after statutory deadline</p> <p>Planned implementation of Fixed Asset Module (FAM) within Integra should reduce pressure on staff surrounding changes to assets held by the Council (although short-term resource pressure will increase)</p>	4	Medium
Loss of Accommodation/ Building (temporary & permanent)	Nick Harding	SC	<p>The councils main building may be lost to natural causes, unforeseeable events of crisis, outside malicious forces or fire</p> <p>The loss of the building would prevent the council operating at 100% capacity until such time as a secondary building(s) could be set up for officers to work</p> <p>The financial costs would be extreme, albeit partially if not wholly covered by insurance policies</p> <p>There is a risk of loss of life for any officers or member of public who may be in the building at the time of said event(s)</p>	8	High	<p>Business continuity plan & IT Disaster recovery plans in place</p> <p>Contract with Daisy Recovery Services Ltd in place.</p> <p>Multiple copies of BC/DR Plans have been disseminated also available on Resilience Direct</p> <p>Fire risk assessments undertaken regularly</p> <p>Building condition survey undertaken with recommendation</p>	6	Medium	<p>Business continuity plan and IT Disaster recovery plan to be tested – NS/RS/AM</p> <p>Review BC plans following improvements made due to Covid-19 – NS/AM/RS - 2023</p> <p>Condition survey review complete</p>	6	Medium
Climate Change – Failure to deliver ambition for a carbon neutral Council by 2030.	Rachel Barker	SC	<p>Risk of not delivering high profile organisational objective due to insufficient resources or lack of support because of other priorities</p>	9	High	<p>Development of a plan and assessing resourcing requirements. This is kept under review</p> <p>Allocation of ringfenced resource</p> <p>Driven by Cabinet Member and Working Group</p>	6	Medium	<p>Focus on the issues that make the most difference by identifying priority areas.</p> <p>Develop arrangements to deliver projects with partners.</p> <p>Incorporate projects within Service Business Plans as part of the Review of the Climate Change Action Plan.</p>	6	Medium
Governance and Decision Making – Not meeting statutory deadlines. Legal challenge to a high profile, or regeneration related, or high value decision made by the Cabinet, Committees or under delegated powers.	Ian Harrison	SC	<p>Risk of non-compliance with legal requirements. Financial loss from costs of defending, or costs of halting development works. Reputational risk Risk of delay in delivering key organisational objectives.</p>	9	High	<p>Governance Group meets weekly to consider more complex decision-making matters including Interests and Member engagement. Delegated decision making is monitored by the Governance Group. Strengthening of the governance arrangements with improvements to understanding, learning and development for Members on the CGAS committee.</p> <p>Independent Person recruited as a member of CGAS, offering independent oversight, particularly from an audit perspective.</p> <p>Constitution kept under review in liaison with a subgroup of CGAS (the Constitution working group). Training on decision making provided to CMT/Service Managers.</p> <p>There is a guidance note for Executive Decision Making.</p> <p>Timetables and reminders for deadlines provided by meeting administrators.</p> <p>Senior Managers to deliver Corporate Induction on Constitution for staff.</p> <p>Training and development of CGAS members provided as part of annual suite of training.</p>	6	Medium	<p>Continue to integrate risk management in corporate governance arrangements - continual improvement.</p> <p>Ensure horizon scanning continues within sector.</p>	6	Medium
Regeneration of town centres does not deliver economic, community and financial benefits - see major projects	Karen Edwards	SC	<p>Anticipated project expenditure of circa £300m expected to require RBC borrowing / rental guarantees / external funding to fulfil. High levels of public and political interest in both town centre major projects. Reputation for delivery will be tested. High intensity of resource required with many interdependent parts - leisure, civic, public realm, retail, hotel, highways etc Publicly, politically and financially RBC's regeneration interventions are deemed a failure negatively impacting the Council.</p>	9	High	<p>JV Partnership with Hill Group (Rushmoor Development Partnership) - share risk/reward approach</p> <p>Comprehensive regeneration programme governance process implemented. (Board meets 6-weekly)</p> <p>Regular Cabinet and Member reporting</p> <p>External due diligence engaged</p> <p>External grant funding secured</p> <p>Wider Town Centre Strategy for Farnborough completed and adopted by Cabinet in Summer 2022</p>	4	Medium	<p>Further public/market engagement planned.</p> <p>Programme / scheme viability to be reviewed regularly.</p> <p>Seek further external grant funding to reduce Council financial exposure - LEP / Homes England / High Street Fund etc.</p>	4	Medium

Union Street, Aldershot - Major Project	Karen Edwards	SC	<p>Anticipated project expenditure of circa £40m expected to require RBC borrowing / rental guarantees / external funding to fulfil.</p> <p>High levels of public and political interest in scheme.</p> <p>Reputation for delivery will be tested, particularly as the Council is undertaking development of the scheme.</p> <p>Financial modelling builds in assumptions relating to income that are yet to be secured by way of pre-lets.</p> <p>Publicly, politically and financially RBC's regeneration intervention is deemed a failure negatively impacting the Council.</p>	6	Medium	<p>External grant funding secured (£6.5m)</p> <p>Comprehensive regeneration project governance process implemented. (Board meets 2 monthly)</p> <p>Regular Cabinet and Member reporting.</p> <p>External due diligence engaged.</p> <p>Employers agent appointed to review and approve costs and specifications.</p> <p>Commercial advisors appointed to develop leasing strategy for commercial element of scheme</p> <p>Additional resource appointed (Development Manager) to oversee the scheme</p> <p>Entered into main JCT Design and Build contract with Hill Partnerships at end of October 2021.</p>	4	Medium	<p>Engage commercial advisors to assist with pre-let opportunities</p> <p>Identify and appoint an Estate Management company.</p> <p>Identify a management company to oversee student element of the scheme on behalf of the Council.</p> <p>Rushmoor Homes Limited to purchase the market rent units from RBC.</p> <p>Consider funding profile in order to best manage risk exposure</p> <p>Engaging the market to confirm end user for the affordable housing element of the scheme.</p>	2	Low
Civic Quarter, Farnborough - Major Project	Karen Edwards	SC	<p>Anticipated project expenditure of circa £250m expected to require RBC borrowing / rental guarantees / external funding to fulfil.</p> <p>High levels of public and political interest in scheme.</p> <p>Reputation for delivery will be tested.</p> <p>Publicly, politically and financially RBC's regeneration intervention is deemed a failure negatively impacting the Council.</p>	6	Medium	<p>JV Partnership with Hill Group (Rushmoor Development Partnership) - share risk/reward approach</p> <p>Comprehensive regeneration project governance process implemented. (Board meets monthly)</p> <p>Regular Cabinet and Member reporting.</p> <p>External due diligence engaged.</p> <p>Public engagement undertaken in September 2021.</p> <p>Planning application submitted in March 2022 in order to establish development parameters for the site.</p> <p>Further consultation undertaken December 2022 on proposed amendments to the submitted planning application to address stakeholder concerns</p>	4	Medium	<p>Programme / scheme viability to be reviewed regularly.</p> <p>Seek further external grant funding to reduce RBC exposure - LEP / Homes England / High Street Fund</p>	2	Low

Escalated Service Risks (ES) - Total 8 (+/-0 Total, 2 Removed 2 New) 2 Redacted

Loss of tenants/ income *NEW*	Nick Harding	ES	Redacted. Current tenants in the council offices may wish to not use the council offices as office accommodation post pandemic and improvements in hybrid working which may cause a loss of income to the council.	12	High	Redacted. Ongoing communications with the council tenants.	12	High	Marketing planned to identify new tenants.	9	High
Escalating building costs as well as materials and skilled labour shortages will increase costs and cause delays to projects	Karen Edwards	ES	Data on building material costs indicates there will be significant cost inflation on building materials. There are also reports of delays from supply chains being disrupted through logistical issues and, as building projects recommence or begin after Covid related delays, shortages of key skills in the construction industry.	16	High	<p>Specialist construction advisors have been engaged to support the projects and this includes cost consultants</p> <p>While cost pressures remain these are abating but unlikely to see reductions to previous levels</p>	12	High	<p>Advise members of the emerging issue and impact upon delivery</p> <p>Look at alternative design and delivery options</p> <p>Review the criticality of timelines</p> <p>Agree increases in budget and borrowing</p>	8	High
Failure to reprovide temporary accommodation	Tim Mills	ES	Failure to reprovide temporary accommodation leads to increased street homelessness with significant impact on Town Centres, much poorer outcomes for homeless people, increased costs for the Council through use of Bed and Breakfast and reputational damage due to impacts on individuals and towns. The economic climate causes increased demand and potential losses of landlords.	12	High	Temporary Accommodation project seeking to identify, purchase and repurpose accommodation to replace North Lane Lodge and Clayton Court. Partner to provide turnkey solution identified and in place. Working with Mears and others to continue market search.	9	High	Implementation of a suitable property to replace NLL is progressing. Extended timescales with Grainger beyond end 2023 for at least one of the buildings.	4	Medium
Reduced Income from Property Portfolio	Tim Mills	ES	Significant loss of income from the Council's property portfolio arising from a variety of reasons including but not limited to Covid, deteriorating economic conditions, downturn in the property market and changing consumer or business habits.	9	High	Establishment of a Property Investment Advisory Group (PIAG) to monitor performance and advise on necessary actions alongside the appointment of LSH Investment Management (LSHIM) to asset manage part of the portfolio and support current in-house skill, knowledge and capacity. Also, the establishment of a Commercial Property Reserve to act as a buffer for any significant in year loss of income.	6	Medium	<p>Managing income through payment plans, where necessary. Increased emphasis by the service in managing debts. Working with tenants directly and with LSHIM to identify issues and actions and reporting to PIAG.</p> <p>Implementation of asset management system under way.</p> <p>Identifying additional resource to underpin this important source of income by working on options to re-occupy vacant properties and identifying funds for improving the properties for quicker lettings and reducing the rent-free periods.</p> <p>Evaluating opportunities to create additional income to support the Council's financial position and bring forward where possible. This includes repurposing existing assets and adopting an agreed commercial approach to new ground leases.</p> <p>Production of Asset Management Plan to enable 7 year forecasting including ensuring all reviews etc. are undertaken pro-actively and increased focus on debt management</p>	6	Medium

<p>Inaccurate reporting of financial position</p>	<p>Simon Little</p>	<p>ES</p>	<p>Financial reports to Cabinet provide inaccurate financial information leading to poor decision making Budget holders provide finance with either inaccurate forecasts or unrealistic estimates of future expenditure and income Budget holders do not engage with finance Budget holders unaware of budget and spend position Inflationary pressures not fully identified Remote working/working from home may make budget monitoring more difficult Financial information held in Integra is not reviewed by budget holders Basis of forecasts/estimates does not take into account relevant financial information Decisions are made on income/expenditure that Finance are not made aware of Decisions are made on incorrect assumptions Decisions are taken on an ad-hoc basis without understanding or consideration of wider financial position</p>	<p>6</p>	<p>Medium</p>	<p>Financial Regulations Budget monitoring process and quarterly reporting BH access to Integra Finance team is almost at full complement enabling full review of transactions and support to BH Head of Finance provides additional High-Risk financial information to HoS OBB process resulted in budget training to staff outside the Finance Team</p>	<p>6</p>	<p>Medium</p>	<p>Improvement plans (see above) to Integra to provide user friendly/budget holder focussed reporting Further training on Integra use and budget training planned High-risk reporting through ELT and CMT Finance Improvement Plan Wider discussion on Corporate Priorities Enforcement of budget monitoring processes Follow-through of revised budget monitoring process (as per April 2022 Cabinet Report)</p>	<p>4</p>	<p>Medium</p>
<p>Financial System</p>	<p>Simon Little</p>	<p>ES</p>	<p>Integra Financial System is not able to support Council requirements Lack of knowledge and skills within Finance and IT Patch Management of Integra weak leading to unsupported release Lack of development of Integra system within RBC means not fit for purpose Poor engagement from RBC HoS/SM/BH Link to risk - inaccurate financial reporting Reliance on external support from CAPITA may be weakened with focus on CENTROS Alternative financial records are maintained by services bypassing Integra Current version of Integration due to be unsupported by Capita from 01/04/2024</p>	<p>9</p>	<p>High</p>	<p>Finance and IT are able to maintain current system Systems Accountant in post since August 2022 Project team established to review options. Capita conducting a BPR in October 2022 Systems Accountant is reviewing access, procedures and associated documentation and the Chart of Accounts - all to improve the finance system Training given to staff outside of Finance throughout the OBB process (see above) and further training is planned. Systems Accountant & two IT members booked onto a Capita training session for System administration. Finance & IT staff booked onto a Capita course for Integra's new reporting tool (which allows drill down) Xquery which will allow reports to support the Council services to be written</p>	<p>4</p>	<p>Medium</p>	<p>Business Process Review with Capita likely to provide roadmap Additional resources bid or wider support from Digital Team Training and Development of existing team and IT staff to provide more detailed knowledge Further improvement of the system assigning dashboards to HoS/budget managers to assist management of budgets</p>	<p>4</p>	<p>Medium</p>
<p>Changing priorities and outcomes from either RDP partner</p>	<p>Karen Edwards</p>	<p>ES</p>	<p>RBC and Hill Investment Partnership each represent 50% of the Rushmoor Development Partnership. Decisions must be unanimous, any inability to arrive at a decision results in deadlock and delay. Decisions are often time sensitive, any tension/disagreement/conflict may cause delays. The Council sees no return on its investment in the RDP if shared outcomes and values cannot be agreed or conflict is not resolved and fails to deliver on its regeneration aspirations.</p>	<p>9</p>	<p>High</p>	<p>Members Agreement sets out conflict procedures and arbitration process. Regular meetings between partners scheduled at both Investment Team and Board level to discuss decisions. Projects are jointly developed and agreed via a project plan setting out project outcomes and expected financial position of both parties post development Portfolio holder is on the RDP Board (With Ex Director and CEx) and Council Members kept informed of progress and key decisions.</p>	<p>4</p>	<p>Medium</p>	<p>Opportunities for relationship building exercises and different working practices now that Covid restrictions have eased. Informal discussions at RDP Board level to consider business plan and where the RDP can add most value to both partners. Increase effort on bringing forward project plans swiftly for consideration following submission of outline planning for civic quarter</p>	<p>1</p>	<p>Low</p>
<p>Risk of significant service disruption on the Serco contract due to increased financial pressures *NEW*</p>	<p>James Duggin</p>	<p>ES</p>	<p>Redacted. Increasing financial pressures due to the current economic climate put viability of SERCO contract at risk.</p>	<p>9</p>	<p>High</p>	<p>Redacted. Ongoing negotiations, but financial pressures increasing.</p>	<p>6</p>	<p>Medium</p>	<p>Redacted. Continued discussions with Serco.</p>	<p>3</p>	<p>Low</p>